

## **Cantor, Howard**

---

**From:** McGrath, Shaun  
**Sent:** Wednesday, June 25, 2014 4:13 PM  
**To:** KeyesFleming, Gwendolyn; Reynolds, Thomas  
**Cc:** Cantor, Howard  
**Subject:** FW: Inappropriate Behavior – Your Assistance Requested

**Importance:** High

Gwen and Tom,

As discussed, below are some of the facts around the inappropriate behavior that led up to our HR staff reaching out to Dr. Nicoletti and ultimately to Howard's email which is attached at the end of the email.

Given the stressful times we were in back in January/February (coming out of the government shutdown, VERA/VSIP, budget reductions, etc.) and given the rather bizarre nature of the behavior we were dealing with, we reached out to Dr. Nicoletti, who was available to us for this kind of consultation without additional cost. It is also worth noting that after Howard's memo went out—which confronted the behavior head on as Dr. Nicoletti advised—the inappropriate behavior stopped.

Shaun McGrath  
Regional Administrator  
EPA, Region 8  
1595 Wynkoop St  
Denver, CO 80202  
Office: 303-312-6532

**From:** Parker, Michelle  
**Sent:** Wednesday, June 25, 2014 3:55 PM  
**To:** Cantor, Howard; McGrath, Shaun  
**Subject:** FW: Inappropriate Behavior – Your Assistance Requested  
**Importance:** High

The incident that prompted the issuance of the memo occurred on or about February 7, 2014. Someone stuffed a toilet full of paper towels in the women's restroom on the 7<sup>th</sup> floor. This caused both the men's and women's restrooms on the 7<sup>th</sup> floor to overflow.

The feces in the hallway on the 9<sup>th</sup> floor occurred only once. I am not aware of the exact date. It was sometime during January or February.

There were incidents prior to these involving employees' failure to flush toilets.

Dr. Nicoletti provides Region 8 with training on preventing workplace violence. Due to our relationship with Dr. Nicoletti, he will not charge us for brief consultations. He did not charge us.

Following the issuance of the memo, the incidents stopped.

**Michelle Parker**  
Labor & Employee Relations Officer | EPA Region 8  
303.312.6139 | [parker.michelle@epa.gov](mailto:parker.michelle@epa.gov)

303.565.0658

**From:** Howard Cantor [[mailto:Howard\\_Cantor@epamail.epa.gov](mailto:Howard_Cantor@epamail.epa.gov)]

**Sent:** Tuesday, February 18, 2014 9:35 AM

**To:** All Region 8 Employees

**Subject:** Inappropriate Behavior – Your Assistance Requested

**Importance:** High

**UNITED STATES ENVIRONMENTAL PROTECTION AGENCY  
REGION 8**

1595 Wynkoop Street  
DENVER, CO 80202-1129  
Phone 800-227-8917  
<http://www.epa.gov/region08>

February 18, 2014

Ref: 8RA

**MEMORANDUM**

**SUBJECT:** Inappropriate Behavior – Your Assistance Requested

**FROM:** Howard M. Cantor//signed//  
Deputy Regional Administrator

**TO:** All Region 8 Employees, SEEs and Contractors

As some of you may be aware, there have been several incidents of inappropriate behavior in the building. A couple of examples include an individual clogging the toilets with large amounts of paper towels and an individual placing feces in the hallway outside of one the restrooms.

Management consulted with Dr. John Nicoletti, a national expert on preventing workplace violence, about these incidents. He advised us that this is very dangerous behavior as it includes property destruction and a disregard for the health and safety of others. He warned us that these individuals will probably escalate their behavior. Management is taking this situation very seriously and will take whatever actions are necessary to identify and prosecute these individuals. You can assist us by letting us know if you have any information about a specific incident.

Dr. Nicoletti recently provided the Region with refresher training on preventing workplace violence. For those of you who took his recent class or one of his classes in past years, you may understand why the agency is very concerned about this type of behavior. Behavior that includes the destruction of property and disregard for human health is classified by Dr. Nicoletti as attack-related behavior.

Please inform your supervisor, a management official, or a member of the Regional Crisis Management and Advisory Team (RCMAT) if you observe or become aware of inappropriate behavior in the workplace. The RCMAT consists of Bridget Dunlap, Human Resources Officer; Bill Daniels, Infrastructure Program Manager; Grace Doris, Regional Security Officer; and Michelle Parker, Labor and Employee Relations Officer. Management takes its responsibility to provide all employees with a safe and healthy work environment seriously. We request your assistance in notifying us so that we can put a stop to this type of behavior before it escalates.